

**KEBERKESANAN KEPIMPINAN TRANSFORMASI
DALAM MENINGKATKAN PRESTASI PEKERJA**

**Kertas Projek diserahkan kepada Sekolah Siswazah
untuk memenuhi sebahagian daripada keperluan
Ijazah Sarjana Sains (Pengurusan)
Universiti Utara Malaysia**

Oleh

Mohd Isa bin Abu Bakar

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KEBENARAN MENGGUNA

Dalam menyerahkan kertas projek ini, sebagai memenuhi keperluan pengajian Ijazah Sarjana Sains (Pengurusan), saya bersetuju supaya pihak perpustakaan Unversiti Utara Malaysia mengedarkan kertas projek ini bagi tujuan rujukan. Saya juga bersetuju bahawa kebenaran untuk membuat salinan, keseluruhan atau sebahagian daripadanya, bagi tujuan akademik, mestilah mendapat kebenaran dari penyelia saya atau semasa ketiadaan beliau, kebenaran boleh diperoleh daripada Dekan Sekolah Siswazah, Universiti Utara Malaysia.

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Permohonan untuk membuat salinan atau lain-lain kegunaan sama ada keseluruhan atau sebahagiannya boleh dibuat dengan menulis kepada :

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ABSTRAK

Gaya kepemimpinan merupakan satu faktor penting yang dapat mempengaruhi prestasi pekerja. Satu bentuk kepemimpinan yang dapat meningkatkan prestasi pekerja ialah kepemimpinan transformasi. Kepimpinan ini bertujuan untuk mengubah, mencipta wawasan dan membimbing pekerja kepada perubahan. Kepimpinan transformasi memberi tumpuan kepada pembangunan pekerja yang akhirnya membawa kepada peningkatan prestasi pekerja. Namun begitu tidak banyak penyelidikan yang dilakukan untuk menunjukkan kebenaran dakwaan tersebut. Oleh itu, penyelidik berhasrat untuk mengkaji kesan kepemimpinan transformasi kepada prestasi pekerja secara lebih sistematik.

Objektif penyelidikan. Penyelidikan ini bertujuan untuk mengkaji sama ada wujudnya gaya kepemimpinan transformasi di kalangan pengetua di daerah Padang Terap/Pandang berdasarkan empat pembolehubah bebas kepemimpinan transformasi. Selain itu, untuk mengkaji sama ada wujud hubungan yang signifikan antara gaya kepemimpinan transformasi dan subskala kepemimpinan transformasi dengan prestasi pekerja. Penyelidikan ini juga mengkaji sama ada wujud hubungan yang signifikan antara kepemimpinan transformasi dengan jantina, tahap akademik, tempoh perkhidmatan dan sama ada wujud perbezaan yang signifikan kepemimpinan transformasi antara sekolah gred A dengan sekolah gred B.

Kaedah penyelidikan. Sebanyak 314 orang guru di lapan buah sekolah di daerah Padang Terap/Pandang telah dijadikan sampel dalam penyelidikan ini dengan menggunakan sampel rawak mudah. Empat dimensi kepemimpinan transformasi iaitu karisma, pertimbangan individu, rangsangan intelektual dan visi pemimpin telah dijadikan pembolehubah bebas manakala prestasi pekerja dijadikan sebagai pembolehubah bersandar. Data dianalisis dengan menggunakan peratusan, min, ujian t, analisis varian (ANOVA) sehalu dan korelasi mudah Pearson untuk melihat hubungan dan kesan pembolehubah yang dipilih.

Dapatan Penyelidikan. Tujuh buah sekolah mencatatkan tahap gaya kepemimpinan transformasi yang tinggi manakala sebuah sekolah mencatatkan gaya kepemimpinan transformasi yang rendah. Keempat-empat subskala kepemimpinan transformasi menunjukkan kesan positif terhadap prestasi pekerja. Karisma pengetua merupakan subskala yang paling kuat mempengaruhi prestasi manakala visi pemimpin merupakan subskala yang paling kurang mempengaruhi prestasi pekerja. Kepimpinan transformasi tidak memberi kesan yang berbeza kepada prestasi pekerja berdasarkan faktor jantina dan tempoh perkhidmatan. Sebaliknya, kepemimpinan transformasi memberi kesan yang berbeza kepada prestasi pekerja berdasarkan tahap akademik terutamanya di kalangan pekerja yang berkelulusan SPM. Pekerja yang berkelulusan diploma kurang menunjukkan minat terhadap kepemimpinan transformasi. Tidak terdapat perbezaan kesan kepemimpinan transformasi kepada prestasi pekerja di sekolah gred A dengan prestasi pekerja sekolah gred B.

ABSTRACT

Leadership style is an important factor that influence workers performances. A form of leadership style that has been stated to increase workers performance is transformational leadership. This form of leadership is to change, create vision and guide workers towards changes. Transformational leadership is focused towards workers development that finally leads to enhancement of workers performances. In this research, the researcher would like to trace the effect of transformational leadership on workers performances systematically.

Research Objective. The research aim at studying whether there exist transformational leadership style among the school principals in the district of Padang Terap/Pendang based on four independent variables of transformational leadership. The next area of this study, is to find the significant of relationship between style of transformational leadership and subscale transformational leadership in relation to workers performances. Another area of this research, is to study whether there exist significant relationships between transformational leadership and gender, academic level, duration of service and the significant difference of transformational leadership between grade A school and grade B school.

Research Method. 3 14 teachers from eight schools in the district of Padang Terap/Pendang have been taken in as a simple random sample in this research. Four dimensions of transformational leadership, that is, charisma, individual consideration, intellectual stimulation and leaders vision have been used as independent variables while workers performances have been used as a dependent variable. The data have been analyzed using percentage, mean, t test, analysis of variant (ANOVA) and Pearson Moment Correlation to see relationship and effect of the variables chosen.

Research finding. Seven schools scored a high level in the transformational leadership style while only one school showed a low indication in the style of transformational leadership. The four subscales of transformational leadership reflect positive effect towards workers performances. The principal charisma is the strongest subscale to influence performance while leaders' vision is the least influential on workers performances. Academic level showed a substantial effect on workers performances especially those with Sijil Pelajaran Malaysia (SPM). Workers with diploma are less effect on workers performances There is no different effect of transformational leadership between grade A school and grade B school.

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BAB 1

PENDAHULUAN

1.1. Pengenalan

Setiap organisasi mempunyai seorang ketua yang menduduki hierarki tertinggi dalam pentadbiran. Jawatan tersebut diberi pengiktirafan dan status yang berwibawa di dalam segala aspek pengurusan organisasi. Peranan ketua ini selalunya dihubungkan dengan peranan sebagai pengurus, pentadbir dan pemimpin. Dari peranan ini maka ditemui istilah pengurusan, pentadbiran dan kepimpinan.

Menurut penyelidikan yang telah dilakukan oleh Stodgill (1974), terdapat sebelas aspek yang boleh dikategorikan dalam kepimpinan iaitu (1) memfokus kepada kepimpinan, (2) memfokus kepada personaliti pemimpin dan kesannya, (3) melaksanakan pengaruh, (4) satu kemahiran mendorong kepada pengaduan, (5) kemahiran tingkah laku, (6) satu alat untuk mencapai matlamat, (7) satu bentuk pemujukan, (8) satu usaha untuk membezakan peranan, (9) satu usaha untuk mengkaji kesan interaksi, (10) merintis struktur dan (11) merupakan satu kuasa

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